

3 January 1974

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Management and Services Review:
Trends and Highlights Number 45 (3-74)

25X1A

The [REDACTED] provided the setting for the forty-fifth Management and Services Review: Trends and Highlights from 10 December to 14 December 1973. Although no one coherent theme arose during this running, it was apparent from many of the presentations that the Management and Services Directorate is still adjusting to the changing times.

THE CLASS

Although 43 officers enrolled in this running, by the end of the week the number was reduced to 41 after one participant became ill and another took emergency leave to visit an ailing relative. The Management and Services Directorate had the largest representation with 39, 13 of whom came from the Career Training Program. The remaining four were evenly divided between the Directorates of Intelligence and Science and Technology.

As the attached class profile suggests this was a normal heterogeneous group what with the age range spanning 20 to 53 years (averaging 34.1 years), grades ranging from GS-5 to GS-14 and service with the Agency extending from just a few months to over twenty five years. The diversity of interests in this group was magnified since 13 of the 39 DDM&S officers were Career Trainees bound for analytical and operational assignments outside the M&S Directorate. In the evaluations some of the Career Trainees questioned the relevancy of parts of the course for their anticipated assignments.

COURSE CONTENT

The content of the forty-fifth Trends and Highlights consisted of the normal standard fare with each office of the DDM&S making at least one presentation to the group. In terms of numbers of presentations, the Office of Logistics led the way with four. Dividing Logs presentations into two sessions -- one speaker and film in the evening followed by a succinct and more focused session the next day -- seemed to reduce the severe criticism which was leveled at that office the last time. The Office of Joint Computer Services who cut their time to under two hours was also more favorably evaluated by this group.

Other important changes in the program consisted of holding an evening panel session, the writing of scope notes and the eliminations of the showing night time commercial movies. The evening panel session with the representatives from the various Management and Advisory Groups in the DDM&S was in general not well received. The session was, however, successful to the extent that it got the group actively involved, in asking questions and in offering counter arguments to the panelists. The participants seemed to object more to the message of the panel than to the idea of an evening panel session. Some of the speakers commented on the value of the scope notes in helping them to prepare and to address the group. Yet, it was hard to notice any significant reduction in the amount of overlap between speaker's presentations; there is still the need to relate the individual presentations to one another and to tie them to the Directorate and Agency as a whole. None of the participants missed the evening commercial film shows. Moreover, some felt that the films presented, particularly the security film "Damage Report," was useful to them.

SPEAKERS

25X1A The week saw only one speaker substitution, an occurrence which is surely unusual for a program which calls upon the time of high level DDM&S component heads. [REDACTED] Deputy Director of Logistics, ably replaced Francis Van Dam. Mr. Wattles, the Associate Deputy Director for Management and Services, who quite literally threw away his prepared text, concluded the week by speaking informally on the Agency from his unique perspective. His talk was made doubly poignant by the fact that it was his last working day with CIA. He received a standing applause.

COURSE ADMINISTRATION

25X1A The smooth running of the course was attributable to the support and cooperation of the staff of the [REDACTED] and to 25X1A Mr. [REDACTED] of the Senior Seminar Staff whose experience in course management and whose willingness to share the burdens made the week administratively uneventful.

EVALUATIONS

25X1A In place of the one page critique form, the participants were provided a detailed evaluation which sought to elicit their views anonymously on a range of questions. The questions and the responses are attached for your review; I would, however, like to make these observations. Clearly, there was an overwhelming consensus that the objectives of the program were met, particularly the objective to update people on the activities of the DDM&S, but there was less agreement, as exemplified in question B, on the length of time needed to accomplish this objective. In another question, 81 percent of those responding thought the course should not be moved from [REDACTED] since residency fulfilled the second objective of developing

acquaintances "in order to enhance future work relationships." Yet, in a question concerning the relevancy of the course as a whole to them, not one of the 37 who responded singled out the importance of new personal relationships to accomplishing their tasks in their present assignments.

RECOMMENDATIONS

For the January running, I would suggest that we continue to make cosmetic changes and adjustments in the program. For example, evening sessions need to be replanned to attract the optimum input and involvement from the participants. We could also eliminate the tour of the [REDACTED] since nearly all the participants in both courses, I have been associated with have been dissatisfied with the tour. 25X1A

25X1A

For the March running, I would urge that the Intelligence Institute be charged with developing a three day program to be conducted in residency [REDACTED], that a package proposal be put together now and that approval be sought from the responsible and interested components of the DDM&S. 25X1A

CIA: T-8
T-8-1
25X1A

Following the March running I would urge that consideration be given to making the Management and Services Review: The Trends and Highlights an adjunct to the existing CIA Today and Tomorrow. For example, following two and half days of CIA Today and Tomorrow in the Headquarters Auditorium, DDM&S personnel would be taken, perhaps by bus, to the [REDACTED] for an intensive two and half day review of their Directorate. 25X1A

25X1A

Course Administrator

Attachments:

Student Roster
Course Schedule (2)
Class Profile
Student Evaluations

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B

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~~C-O-N-F-I-D-E-N-T-I-A-L~~

MANAGEMENT AND SERVICES REVIEW

TRENDS AND HIGHLIGHTS

Course No. 3-74

(Forty-Fifth Running)

10 - 14 December 1973

25X1A

Seminar Room, Administration Building
[REDACTED]

OFFICE OF TRAINING

25X1A

Course Administrators: [REDACTED]

Training Assistant : [REDACTED]

Office: Room 926 Chamber of Commerce Building, Ext. 2452

~~C-O-N-F-I-D-E-N-T-I-A-L~~

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CONFIDENTIAL
MANAGEMENT AND SERVICES REVIEW

Trends and Highlights #3-74

10 - 14 December 1973

Monday, 10 December

1000-1020

Welcome

25X1A

25X1A The course begins with a warm welcome from the Chief [REDACTED] and his staff whose hospitality you will be enjoying this week. The speaker will also take the opportunity to briefly explain the missions, func-

25X1A

25X1A

1020-1040

Course Administration

25X1A

[REDACTED]
Course Administrators,
Office of Training

1050-1150

CIA Today

25X1A

[REDACTED]
Briefing Officer,
Intelligence Institute,
Office of Training

This presentation will cover recent changes in the Agency's organization and CIA's external relationships in the intelligence community, the National Security Council system and other areas. Our speaker will also describe the present organizational structure of the Management and Services Directorate and discuss the rationale behind recent modifications in the structure.

1150-1300

Lunch

Monday, 10 December (continued)

25X1A

1315-1415

Resource Management
Today

Office of the
Comptroller

You have heard that the Agency and each one of us is expected to "do more with less." Our speaker from the Office of the Comptroller will explain what the resource picture is now and what tighter resources will mean to the Agency as a whole and to us in the Management and Services Directorate. He will cover in some detail the Agency budgeting cycle -- what it is and how it operates -- and discuss current planning and budgetary management practices with particular attention focused on Management by Objectives (MBO) and Zero Base Budgeting.

1430-1530

Agency Financial
Operations

Thomas B. Yale
Director of Finance

The Director of Finance will tell about the complex financial operations of the Agency which are the responsibility of his office. He will describe his office's objectives and discuss new simplifying and streamlining techniques as well as the growing use of computers to perform routines as an alternative to people.

1545-1645

Training Agency
Officers

Alfonso Rodriguez
Director of Training

The Director of Training, who recently reorganized his Office in order better to prepare Agency officers for the challenges of the Seventies, will talk about the "new look" in OTR and what it means to you. He will describe the courses -- both the internal ones which run the gamut of the intelligence disciplines and the external ones which OTR can make available on demand -- the changes in the training methods, the impact of the new technologies on training and finally the role OTR can play in the career development field.

SOCIAL HOUR AND DINNER

--2--

Monday, 10 December (continued)

1900-2015 FILMS (optional)

"The Ultimate Machine"

This 27 minute film on the world of computers and their uses comes highly recommended by Agency experts as a non-technical and well balanced introduction to the subject.

"Future Shock"

This film succinctly presents [REDACTED] analysis and conclusions of the impact of rapid change on U.S. society and culture. 25X1A

Tuesday, 11 December

0830-0915

Computers in CIA

████████████████████
Director of Joint
Computer Support

25X1A

The computer is here in the Agency to stay -- as an information processor, as an analytical tool and as an assistant to managers and management. If you aren't already aware, you will find that the computer is increasingly affecting your working lives in CIA. The Director of Joint Computer Support will acquaint you with current Agency uses of computer systems and describe the role and responsibilities of his Office. How to get computer support and assistance from OJCS, as well as his views on the future computer use, will be topics the speaker will explore with you.

0930-1030

An Example of the Use
of the Computer in the M&S

25X1A

████████████████████
Office of Joint
Computer Support

The Management and Services Directorate has been a major user of the computer since the early 1960's. The effort to upgrade and tie together the various uses, called Management Assistance Programs (MAP) is beginning to pay off in results. Our speaker will explain, in laymen's terms what MAP is, how it works, what problems it solves, who it serves, as well as other questions which will help you to appreciate the role this particular program plays in the M&S. Where appropriate, the speaker will expand to describe other programs.

1045-1130

Equal Opportunity in CIA

25X1A

████████████████████
Director of Equal
Employment Opportunity
Programs

The Director of Central Intelligence is firmly committed to achieving equal employment opportunity (EEO) for all CIA employees regardless of race, color, religion, sex, or national origin. The Director, EEO will first present the Agency's past record for hiring minority group members and women, compare that record with that in another similar agency, and then cover the Agency's 1974 Affirmative Action EEO Plan. In this discussion he will emphasize the problems we face, the directives he has received from the DCI, and the role that all Agency supervisors have in fulfilling the Plan. He hopes to solicit the views of the students on each of the action items within the Plan.

Tuesday, 11 December (continued)

1130-1215 Lunch

1225-1310 Personnel Benefits and
Services

25X1A

Chief, Benefits and
Services Division,
Office of Personnel

We begin the coverage of the Office of Personnel on a happy note by hearing from Benefits and Services as these are the people who work to make our lives a little easier and our dollars stretch a little further. They not only run the "Company Store" and the insurance office but also perform other important services for you and the Agency. The speaker will identify the high points of the Office's functions and tell about some of the current problems his Office now faces in carrying out its mission.

1315-1400 Retiring from CIA

25X1A

Chief, Retirement
Affairs Division,
Office of Personnel

Although not many of you are ready to retire, it is an event and a subject in which you should have some interest from both a personal and professional viewpoint. Overwhelming evidence is at hand to show that those who make some conscious preparation for retirement enjoy secure and happy retirements. A personal interest in the subject is there for each of you; and it will become more apparent as the years go by. From a professional point of view, you should, as members of the Directorate of Management and Services, have a knowledge of what the function of retirement provides for the employees of CIA and what the function has done for the Agency. The Speaker will cover all aspects of the Agency's program of retirement services and will describe how retirement has been a useful tool in contributing to management goals. Ample time will be allowed for questions and answers.

1415-1515 The Agency and Its People
in the Seventies

Fred Janney,
Director of Personnel

Finally, the Director of Personnel will offer his views on the trends in his Office.

C O N F I D E N T I A L

Tuesday, 11 December (continued)

1515-1700 Informal Discussion
 and Reading

SOCIAL HOUR AND DINNER

1900-2100	Advising Management: A New Input into the Management Process	PANEL: [REDACTED] Chairman, MSAG [REDACTED] Chairman, FINSAG [REDACTED] Representative to Employees Advisory Group, OTR	25X1A 25X1A 25X1A
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A new forum, known generically as Advisory Groups, has begun to flourish throughout the Agency, in our Directorate and in component offices. These are mechanisms for management to reach outside the vertical organizational structure and get insights and views of the employees into the managerial process. They also provide employees with an opportunity to get their ideas to the attention of the highest levels of Agency management. In an informal evening session, representatives from the Management & Services Advisory Group (MSAG) and component offices will describe how their particular organizations function, the purpose they serve and the issues with which they deal. There will then be an opportunity to explore with the panel members those things of concern to you.

C O N F I D E N T I A L

Wednesday, 12 December

25X1A

0815-0830

25X1A

0845-1015

Communications in
the Seventies

Deputy Director of
Communications

25X1A

Your visit [REDACTED] will begin with an overview of the Office of Communications by the Deputy Director and manager of the largest of all Agency offices. The major emphasis of his presentation will be on the current activities and problems of the Office as well as its future plans and programs. One problem which will be discussed is the one of how Commo hopes to meet the rising demand for vital communications during a period of declining resources.

1030-1200

Training Communicators

Office of Communica-
tions Services/Career
Management Division/

25X1A

25X1A

25X1A

The Chief of [REDACTED] will briefly describe the activities of this modern and technically advanced training complex. The class will then split into four groups and tour the training facilities and radio station base.

25X1A

1200-1245

Lunch [REDACTED]

1245-1300

Covert Communication:
In Support of Agency
Operations

Chief/Office of Com-
munications Engineer-
ing/Covert Engineering
Division/Covert Com-
munications Facility

25X1A

The Office of Communications maintains a facility for system development, storage, test and repair of Covert Communication equipment used in support of
(continued)

Wednesday, 12 December (continued)

Agency operational activities. Following a brief introduction to the Covert Communication facility you will tour the facility and have an opportunity to see some of the equipment that the Office of Communications uses to support covert operations.

1300-1430 TOUR - Covert Communications Facility

1430-1445

1500-1550 Developments in the Office of Medical Services

John Tietjen, M.D.
Director of Medical Services

The Office of Medical Services does a lot more than give you a physical exam when you EOD. The Director of Medical Services will elaborate on what other services are provided for you in both a professional capacity and in your personal life. He will identify problems within the Agency which concern the medical and psychiatric staff and describe the programs the Office has responded with to alleviate these problems. Finally, he will cover the plans the Medical Services Staff would like to implement in the near future.

1600-1650 The Clinical Division's Quest

25X1A

Chief, Clinical Division,
Office of Medical Services

The Clinical Division is one of the four Divisions of the Office of Medical Services and has as one of its responsibilities recommendations on the physical fitness of Agency employees. The Chief of this Division will share his views on how his staff carries out this important responsibility.

He will also present:

- a. The Clinical Division's Accomplishments (Highlights) by way of Technical Capability Augmentation and Professional Capability Refinement.
- b. The Clinical Division's Goals (Trends) in the area of Medical Services, Research and Development and Rapport.

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Wednesday, 12 December (continued)

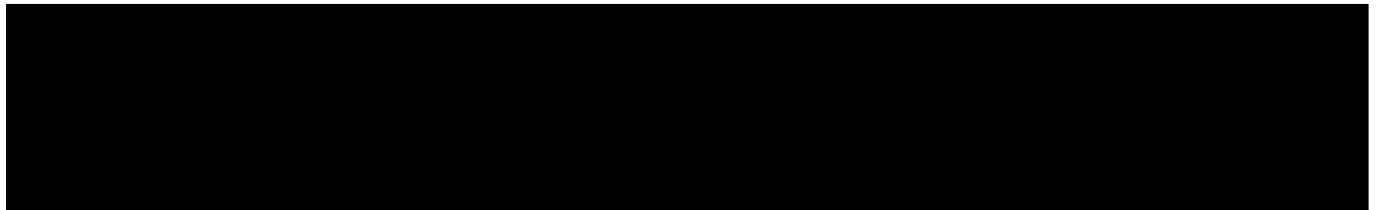
A question and answer period could include an analysis of some of the major health problems of Agency employees and what it means to have "Medical Hold" placed on your file.

SOCIAL HOUR AND DINNER

1900-2000

FILM (optional)

"Damage Report"



25X1A

Thursday, 13 December

0845-1215

The Office of Security
Today

Howard Osborn
Director of Security
and Representatives
from Security

The Director of the Office of Security will present a broad overview of the missions and functions of his Office, touching upon new developments and current trends in all branches of security--personnel, technical and physical. He will spend some time talking about the new challenges and the changing nature of the security threat which faces CIA today, such as leaks of classified information to the press and bomb threats by terrorists. He will describe how his Office has responded to these threats.


The Director of Security will be followed by a member of his Office who will fill you in on many of the details of the role of security today with emphasis upon the activities of personnel and physical security.

The class will then move to the gymnasium to hear from an officer from Security's Technical Division. You will hear of the challenges in this area which the Agency faces from an increasingly sophisticated opposition. The speaker will demonstrate techniques the opposition has employed to penetrate US installations overseas and will show you equipment the security officers use to prevent, detect and neutralize these penetrations.

1315-1400

Records Management in
CIA Today

25X1A


Special Assistant for
Information Control

The flow of information is what sustains the intelligence process, and managing this flow is a function which falls to the Information Systems Analysis Staff. The Chief of this Staff will give you some appreciation for the parameters of data flow and provide you with some insight into the meaning of records management in today's environment. Our speaker will then expand his discussion to include some of the other functions of his staff which would not naturally be associated with records management; for example, his staff is responsible for meeting the requirements of the Freedom of Information Law. He will also describe what word processing means and the role his office plays in the new field.

Thursday, 13 December (continued)

1415-1500

Think Small: The
Agency Micrographics
Program

Systems Analyst,
Microfilm Programs
Branch

25X1A

One method for facilitating the handling and storage of information is to reduce its bulk size. The Chief of the Microfilm Branch will take you on a fascinating and delightful trip through the tiny world of Micrographics. You will discover the great potential micrographics offers for controlling overburdened and sometimes inefficient paperwork systems and hopefully come away with a better understanding of how this technology might well serve your own or your office's information storage needs.

1515-1610

Tour of the Records
Center

Chief, Agency Archives
and

25X1A

Chief, Agency Record
Center

25X1A

25X1A

Located at [REDACTED] is the Agency facility for housing the records and archives. Following a brief introduction to the Records Center, you will have an opportunity to see at first hand the complexity and enormity of managing Agency records today and to hear about the Center's existing capabilities and plans for the future.

SOCIAL HOUR AND DINNER

1900-2000

Printing for the
Seventies

Chief, Printing
Services Division,
Office of Logistics

25X1A

An entertaining and informative film about the printing services world will give you an appreciation of how the Printing Services Division keeps pace with the changing demands of the customers to provide services for a variety of intelligence publications. You will also get a flavor for the equipment and the technologies involved in printing Agency publications. The Chief of the Printing Services Division will be on hand to cover some of the very recent developments in his Office and to demonstrate to you some of the newer techniques which have affected his Office. You will then have an opportunity to ask questions.

--11--

25X1A

Friday, 14 December

0830-1100

An Overview of the
Office of Logistics

Francis Van Demm
Deputy Director of Logistics
and Representatives

The Director of Logistics will present an overview of recent developments within his Office, particularly now that hostilities in Southeast Asia have abated. He will identify significant factors -- both within the Agency and externally -- which will influence the future course of his Office. The Director of Logistics will be followed by divisional representatives who will pinpoint the important trends in their components and trace their probable evolution over the next few years.

1115-1200

The Special Support
Assistant

25X1A

Deputy;
Special Support
Assistant

Although the Management and Services Directorate is organized to serve the entire Agency, the unique requirements of the Directorate of Operations require that major portions of the M&S effort be concentrated there, particularly in the overseas field stations. The Deputy Special Support Assistant will describe his role in assuring adequate, proper, and timely support to the DDO and in serving as the focal point for the DDO and the DDM&S in the resolution of problems of mutual concern.

1200-1300

Lunch

1315-1430

A Perspective on the
Management and Services
Directorate

Robert S. Wattles
Associate Director
for Management and
Services

During this week you have devoted considerable time to learning the "nuts and bolts" of the operations of the offices and components of the Directorate. Now, it is time for the big picture and the broad trends. The Associate Director for Management and Services will survey current issues and problems which confront and concern his Directorate's operations. He will identify various factors which are likely to influence or change the future course of DDM&S activities.

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Friday, 14 December (continued)

25X1A

1430-1500

Final Administration



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MANAGEMENT AND SERVICES REVIEW

TRENDS & HIGHLIGHTS

10 - 14 December 1973

Class Profile

Directorates:

DDM&S -- 25
Career Trainees -- 13
DDS&T -- 3
DDI -- 2

Total -- 43

Age : Average: 34.1
Range : 20 - 53 years

Grade : Average: 9.0
Range : 5.0 - 14.0

Agency Service : Average: 7.5
Range : 3 months - 25 + years
(total years 325/43)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)
 Course Report for Management and Services Review: Trends and Highlights No. 45 (3-74)
 10 - 14 December 1973

FROM:		EXTENSION		NO.
Course Administrators 926 Chamber of Commerce		2063		DATE 3 January 1974
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. C/IMB	35 Jan '74		VCB	Re recommendations -- we will check out any major changes thoroughly prior to making them. [Redacted] 5X1A
2. C/II		1/2 Jan	MF	
3. DTR	1/7/74	1/7/74		
4. C/PDS/DTG 826 C/C	Jan	Jan	EDT	
5. C/PDS 1022 C/C	11 Jan			
6. C/II	14 Jan	16 Jan		3 to 4: Let's discuss. P
7. C/IMB		16 Jan	M	3 to 5: This is a well-written and constructive course report. The suggestion that "Trends & Highlights" follow "CIA: Today & Tomorrow" merits consideration by the Curriculum Council. This seems particularly germane now in light of the additional coverage requested by ADDO at the conclusion of "CIA: T.V.T." Also, I've heard rumors from M&S Office directors that changes are needed in the "T&H" Course. P
8. Course Administrators				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

I agree -- we must re-evaluate T&H & see how it fits into T&T. 16 Jan 74

(see Reverse side)

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4 to All:

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I sense that we have arrived at an appropriate time to have this course thoroughly renovated --- starting with the relevance of the objectives to the (presumed) need for the course. I suggest that we have here an excellent opportunity to form an Instructional Development Team consisting of the Course Administrator(s), [REDACTED] and an Audio-Visual specialist; this team to be charged with the afore-mentioned renovation.

25X1A

Clot